

M e m o r a n d u m

To: Panel Members Date: June 22, 2007

From: Dolores Kendrick, Manager Analyst: M. Reeves

Subject: One-Step Agreement for **LOS ANGELES METROPOLITAN MEDICAL CENTER (SET)**

CONTRACTOR:

- Training Project Profile: SET-Workers Earning At Least State Avg Hrly Wage
- Legislative Priorities: Moving To A High Performance Workplace
- Type of Industry: Services Medical
- Repeat Contractor: No
- Contractor's Full-Time Employees
 - *Worldwide:* 2,000
 - *In California:* 2,000
- ETP Trainees Represented by Union: No
- Name and Local Number of Union Representing ETP Trainees: N/A

CONTRACT:

- Program Costs: \$498,834
- Substantial Contribution: \$0
- Total ETP Funding: \$498,834
- Total In-kind Contribution: \$584,784
 - *Trainee Wages Paid During Training:* \$584,784
 - *Other Contributions:* \$0
- Reimbursement Method: Fixed-Fee
- County(ies) Served: Los Angeles

INTRODUCTION:

Los Angeles Metropolitan Medical Center (LAMMC) is a full service, acute care hospital accredited by the Joint Commission on Accreditation of Health Care Organizations. This facility is eligible for ETP Funding under Title 22 California Code of Regulations (CCR), Section 4409, Special Employment Training (SET) Projects, for frontline workers who earn at least the State average hourly wage. LAMMC qualifies for ETP's Priority Industry reimbursement rates as a healthcare employer. The hospital proposes to retrain its nursing and medical technician staff in the skills necessary to become a high performance workplace.

MEETING ETP GOALS AND OBJECTIVES:

LAMMC proposes training that will further the following ETP goals and objectives:

- 1) Develop the skills of frontline workers and foster job retention of high-wage, high-skill jobs in the priority health care industry.
- 2) Support companies moving to a high performance workplace.

TRAINING PLAN TABLE:

Grp/Trainee Type	Types Of Training	No. Retain	No. Class/Lab Videocnf. Hrs.	No. CBT Hrs.	Cost Per Trainee	Hourly Wage After 90 Days
Retrainee	MENU:	259	40 - 200	0	\$1,926	*\$22.51 - \$36.00
Job Number 1	Business Skills					
SET Frontline High Wage	Advanced Technology					
Wages After 90-Day Retention						
<u>Occupation</u>						
Registered Nurse Licensed Vocational Nurse Respiratory Therapist Radiology Technician Pharmacy Technician						
<u>Health Benefits Used To Meet ETP Minimum Wage:</u>					<u>Turnover Rate</u>	<u>% Of Mgrs & Supervisors To Be Trained:</u>
*Health Benefits of at least \$2.75 per hour may be applied to the trainee's wages to meet the ETP minimum hourly wage of \$22.51 for SET frontline high wage workers.					15%	N/A
<u>Other Employee Benefits:</u>						
Vacation, sick leave, holidays, 401(k).						

COMMENTS / ISSUES:

➤ *Frontline Workers*

All participants in this project meet the Panel definition of frontline workers under Title 22 CCR, Section 4400(ee).

➤ *Production During Training*

LAMMC's training will utilize clinical skills (preceptor) training method to reinforce Advanced Technology skills. With this method of training, a preceptor begins by performing all the medical tasks while the trainee observes under a 1:1 ratio. By the end of training, the trainee is performing all or most of the tasks and the preceptor is observing. The trainee is not directly responsible for patient care and does not perform any procedures alone. Preceptor training will be provided to nurses only.

Although Title 22, CCR, Section 4400(y)(2) defines laboratory training as occurring in a "nonproductive environment or simulated work setting," the current severe shortage of skilled health care workers in California justifies special consideration in this case. Staff recommends a waiver of the usual parameters for funding non-productive training.

➤ *Advanced Technology*

LAMMC is requesting the higher reimbursement rate of \$26 per hour for the Advanced Technology (AT) courses identified in the proposed curriculum. Advanced Technology courses will consist of 20 to 120 hours of class/lab instruction and 64 hours of clinical skills (preceptor) training. Nursing staff will receive clinical skills training, which will be administered with a 1:1 trainer-to-trainee ratio and will take place in a specialized setting under the close supervision of a preceptor, as discussed above.

According to hospital representatives, this training is highly technical in nature and requires the use of specialized medical equipment. Nurses must possess an advanced level of knowledge and skill to handle complex, life-threatening patient care situations. Medical support staff must have advanced-level training in the use of sophisticated equipment such as ventilators and tracheotomy apparatus. Hospital representatives state that the AT courses identified in this proposal are considerably more expensive to deliver than less complicated, generalized subject matter. The hospital estimates that training costs for highly skilled instructors, advanced medical equipment, and related training supplies will be approximately \$40 per trainee hour, surpassing ETP's Advanced Technology reimbursement rate of \$26 per hour. The hospital will fund this difference in cost.

RECOMMENDATION:

Staff recommends that the Panel approve the AT reimbursement rate and waive the limitation on “productive” training in this proposal, as discussed above. This project will upgrade the skills of nurses and medical support staff and will respond to California’s need for trained nurses. Further, this training will help LAMMC retain its valued hospital staff and allow it to continue providing vital health care services to the community.

NARRATIVE:

Founded in 1968, LAMMC is an acute care, community-based hospital that is centrally located in the Los Angeles Department of Public Health’s Service Planning Area 6, a historically underserved and overwhelmingly minority area. LAMMC is a subsidiary of Pacific Health Corporation of Tustin, California, which owns and operates six medical facilities in California. LAMMC consists of two facilities, with one campus in Los Angeles and the other located in Hawthorne, California. LAMMC’s service area includes Watts, Florence, Adams, Jefferson Park, Exposition Park, Crenshaw District, Leimert Park, South Vermont, Compton, and Lynwood.

LAMMC has 213 certified beds, including Geropsychiatric units. LAMMC delivers general medical and surgical care, intensive care, kidney dialysis, bariatric center, cardiac intensive care, geriatric care, orthopedics, and wound management services. LAMMC is also opening a 24-hour Emergency Room. In addition, the hospital has strategic plans to expand services in bariatrics, spinal surgery, and critical care nursing.

LAMMC’s representative states that approximately 75 percent of the hospital’s patients rely on Medi-Cal for payment, and another 20 percent depend on Medicare reimbursement. According to LAMMC’s representative, Service Planning Area 6 residents have historically experienced a shortage of hospitals and medical providers. As a result, many of LAMMC’s patrons are considered “high acuity” patients due to an overall lack of adequate healthcare. LAMMC anticipates that its new 24-hour Emergency Room will attract additional uninsured or underinsured individuals suffering from acute health problems. These circumstances place a steady burden on LAMMC’s resources.

LAMMC is challenged to maintain an adequate number of highly skilled nurses and medical support staff. In order to meet the healthcare needs of the community, LAMMC has recruited a substantial number of its nurses from foreign countries such as the Philippines and Korea. The hospital must raise the skill level of this group of nurses from novice to expert. LAMMC’s recent internal assessments suggest a significant need for renewed focus on customer satisfaction, enhanced nursing skills, and an overall emphasis on quality improvement. Therefore, LAMMC has developed a comprehensive training plan to upgrade and expand the skills of its nursing staff and medical technicians. In addition, LAMMC has invested approximately \$250,000 in equipment and monitoring devices to be used in its new Emergency Room. ETP-funded training will allow the hospital to achieve higher quality standards and provide greater patient care at LAMMC’s two campus facilities.

NARRATIVE: (continued)

Business Skills training will teach trainees communication techniques for providing better customer service and resolving conflicts more effectively. Trainees will learn to apply critical thinking skills and develop leadership characteristics. This training will teach trainees how to improve patient care and raise overall customer satisfaction by focusing on service and quality improvements. Nurses will receive preceptor skills training to develop their skills as in-house trainers.

Advanced Technology training will provide highly specialized skills necessary to deliver assistance in the most critical areas of patient care. Training topics will include Advanced Cardiac Life Support, Infection Control, Medication Administration, Operating Room Skills, Tracheotomy Care, and Pediatric Advanced Life Support.

Commitment to Training

ETP funding will not displace LAMMC's own training resources. Due to budget constraints, LAMMC's past training has been limited to mandatory topics such as sexual harassment prevention and general safety issues. The hospital also provides new nursing graduates and foreign-born nurses with approximately 30 days of hospital orientation. Training has primarily been conducted in short intervals of on-the-job instruction.

ETP funding will allow LAMMC to provide the structured training necessary to improve patient care and attain higher customer satisfaction levels. LAMMC's representative indicates that trainees will receive certificates to document their successful completion of skills training. At the completion of ETP-funded training, LAMMC plans to develop and maintain a core group of skilled preceptors to keep nurses and support staff current on the latest healthcare provider techniques.

SUBCONTRACTORS:

Training vendors to be determined.

THIRD PARTY SERVICES:

National Training Systems, Inc., Laguna Niguel, conducted a training needs assessment and assisted in the completion of the application for a flat fee of \$27,939.

LOS ANGELES METROPOLITAN MEDICAL CENTER

MENU CURRICULUM

Class/Lab Hours

40 - 200

Trainees will receive any of the following:

BUSINESS SKILLS

- Change Management
- Charge Nurse Training
- Communication Skills
- Conflict Resolution
- Core Measures
- Critical Thinking
- Culturally Appropriate Care
- Customer Service
- Dealing with Difficult People
- Leadership Skills
- Preceptor Skills
- Restraints & Seclusion
- Teambuilding
- Time Management Skills

ADVANCED TECHNOLOGY SKILLS (for Nurses only)

- Advanced Cardiac Life Support (ACLS)
- Blood Product Administration
- Cardiac Assessment
- Cardiac Dysrhythmias
- Care of the Bariatric Patient
- Care of Central Lines
- Care of Dialysis Catheters
- Care of the Post Cardiac Catheter Patient
- Care of the Renal Patient
- Chest Tubes
- Congestive Heart Failure & Myocardial Infarction
- Critical Care Skills
- Critical Care Infusions
- Diabetes Care & Management
- Disseminated Intravascular Coagulation (DIC)
- EKG & Cardiac Monitors
- Emergency Room Skills
- Fluid & Electrolytes
- Geriatric Care
- Hemodynamics
- Infection Control
- Intensive Care Unit Skills

LOS ANGELES METROPOLITAN MEDICAL CENTER

MENU CURRICULUM (continued)

ADVANCED TECHNOLOGY SKILLS (for Nurses Only) (continued)

- Medication Administration
- Moderate Sedation
- Neurological Assessment
- Operating Room Skills
- Orthopedic Assessment
- Pain Management
- Patient Controlled Analgesia
- Pediatric Advanced Life Support (PALS)
- Peripheral IV Therapy
- Peripherally Inserted Central Catheters
- Physical Assessment
- Post-Operative Care
- Pre-Operative Documentation
- Respiratory Assessment
- Spine Care
- Tracheotomy Care
- Treatments for Hypertension
- Vascular Access Devices
- Ventilators
- Wound Care

ADVANCED TECHNOLOGY SKILLS (for Support Staff Only)

- Care of Bariatric Patient
- Geriatric Care
- Infection Control
- Respiratory Assessment
- Spine Care
- Tracheotomy Care
- Ventilators